



Albany Leadership Charter School for Girls

Monthly Board Meeting

Date and Time

Tuesday March 24, 2026 at 5:00 PM EDT

Location

19 Hackett Boulevard Albany NY

Agenda

	Purpose	Presenter	Time
I. Opening Items			5:00 PM
A. Record Attendance		Maggie Moree	1 m
B. Call the Meeting to Order		Arricka Harrison	
C. Approve Minutes	Approve Minutes	Arricka Harrison	2 m
Approve minutes for Monthly Board Meeting on January 27, 2026			
II. Accountability			5:03 PM
A. Leadership Report Out	Discuss	Ron Large	30 m
III. Finance			5:33 PM
A. Budget Development 2026-27	Discuss	Maggie Moree	10 m

	Purpose	Presenter	Time
B. Enrollment (Attraction & Retention)	Discuss	Elizabeth Robertson	10 m
IV. Other Business			5:53 PM
A. Leadership Acknowledgement	Discuss	Arricka Harrison	5 m
V. Executive Committee			
VI. Closing Items			5:58 PM
A. Adjourn Meeting		Arricka Harrison	1 m

Coversheet

Approve Minutes

Section: I. Opening Items
Item: C. Approve Minutes
Purpose: Approve Minutes
Submitted by:
Related Material: Minutes for Monthly Board Meeting on January 27, 2026

APPROVED



Albany Leadership Charter School for Girls

Minutes

Monthly Board Meeting

Date and Time

Tuesday January 27, 2026 at 5:00 PM

Location

REMOTE BOARD MEETING Due to inclement weather, the January 27th meeting will be held online only.

Trustees Present

A. Harrison (remote), E. Bowman (remote), E. Harris (remote), E. Robertson (remote), J. Celestine (remote), M. Moree (remote), V. Rhodes (remote)

Trustees Absent

D. Getto

Guests Present

C. Rowell (remote), F. Woods (remote), L. Oldenburg (remote), R. Large (remote)

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

A. Harrison called a meeting of the board of trustees of Albany Leadership Charter School for Girls to order on Tuesday Jan 27, 2026 at 5:03 PM.

This meeting was held virtually. Extraordinary circumstances - significant snowfall and deep cold - had schools in the area including ALCSG closed - and necessitated the move to all virtual.

C. Approve Board Minutes

A. Harrison made a motion to approve the minutes from Monthly Board Meeting on 11-25-25.

M. Moree seconded the motion.

Moved by assent. Minutes are adopted acknowledging that the meeting is held virtually and will be formally adopted at the next in-person board meeting.

The board **VOTED** unanimously to approve the motion.

II. Accountability

A. Leadership Report Out

Dr. Large, Ms. Woods and Ms. Rowell provided updates to the Board on various aspects of school operations. ELA and Math assessments were discussed, as the second of three scheduled mock assessments was recently given. Regents Exams had been taken. Ms. Heiselberg noted that the largest cohort of students were sophomores taking the Algebra 1 exam; ELA Regents was taken by approximately 20 students. It was noted that Intervention Fridays will be focused on Regents Prep going forward through the end of the school year.

Culture and Climate updates were provided, with year-over-year referrals down. Surveys were completed from staff, family and students, and Dr. Large identified areas for improvement.

Several partnerships were discussed including Albany Medical College to launch a period pantry with the school; Albany City Youth Services and the Summer Youth Employment Program working with 8-12th graders.

Ms. Rowell noted the work underway with feeder schools, the development of a Saturday enrichment program, a 'big sisters' in-class readers program. Shadow Day is set for May.

Family outreach and retention calls continue and leadership continues work with faculty to prepare for the upcoming CSI visit. Board members suggested the value pulse surveys could provide to leadership to identify what is effective and how efforts are being received.

III. Finance

A. Monthly Financials & Committee Report Out

Ms. Moree provided the update to the Board pointing to the financial statements and continued work with the Bondholders and their counsel. She noted that agreement had not been reached in December; bondholders retained a consulting firm to do a forensic analysis and the firm would be on-site in early February. The Committee continued to work with the consulting firm and bondholder counsel to reach agreement, including numerous meetings and phone calls and the uploading of many documents into the firm's portal for review. The board discussed cash flow, the timing of tuition invoices and possible receipt of those payments, and how that aligned with remaining payrolls through the school year.

Separately, Ms. Moree noted that budget development for the new school year would get underway much sooner. A draft template had been provided to Dr. Large with instructions on how to build up the budget. It was anticipated that a draft would be available by early March to allow the Finance Committee to better understand areas of expense that required further refinement, or the need for RFPs, or re-evaluation.

IV. Closing Items

A. Adjourn Meeting

M. Moree made a motion to adjourn the meeting.

E. Robertson seconded the motion.

The board **VOTED** unanimously to approve the motion.

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 6:03 PM.

Respectfully Submitted,

M. Moree

Documents used during the meeting

- January_Board_Accountability_Report_-_January_2026.pdf
- ALCSG Dec25 Financials.pdf

Coversheet

Leadership Report Out

Section: II. Accountability
Item: A. Leadership Report Out
Purpose: Discuss
Submitted by:
Related Material: Board_Accountability_Report_-_March_2026.pdf

Albany Leadership Charter School for Girls Board Accountability Report – March 2026

A. Activities, Events, & School Culture



February Events, Activities, School Culture Highlights

February 1-28: Black History Month Observance & Celebration

Clear Choices Summit, Vaping, Tobacco and Marijuana Awareness Assemblies Grades 6-12

Feb. 1: International (World) Hijab Day

Feb. 2-6: School Counselor Week; Feb. 5 & 6: Parent-Teacher Conferences

Feb. 6: Middle School Sweetheart Dance, Staff Outing Potluck Game Night at ALCS

Feb. 9: Panther Prime Dance Team Half-time Performance, Green Tech High Charter School

Feb. 12: Black History Month Program at Green Tech High Charter School

Feb. 13: Senior Class "Cupcake & Carnation" VDAY Fundraiser

Feb. 23-27: Black History Month Spirit Week

Feb. 24: Field Trip- Division of Criminal Justice Services Career Exploration Day

B. Enrollment Dashboard

Students Enrolled by Grade Level – As of March 9, 2026									
Grade	PS Total	Additions	Withdrawals	No Shows	Missing/20-Days Absent	Budgeted Enrollment Target	Percent of Goal	Waitlist	Enrollments in Progress 2025-2026
6th	34	0	0	0	1	55	62%	0	3
7th	48	0	1	1	1	55	87%	0	4
8th	45	0	1	0	0	55	82%	0	4
Total:	127	0	2	1	2	165	77%	0	11

Students Enrolled by Cohort – As of March 9, 2026									
Cohort	PS Total	Additions	Withdrawals	No Shows	Missing/20-Days Absent	Budgeted Enrollment Target	Percent of Goal	Waitlist	Enrollments in Progress 2025-2026
2025	31	1	0	0	0	55	56%	0	8
2024	52	0	1	0	4	50	104%	0	1
2023	31	0	1	0	1	50	62%	0	1
2022+	31	0	1	0	4	35	89%	3	3
Total:	145	1	3	0	9	190	76%	0	13

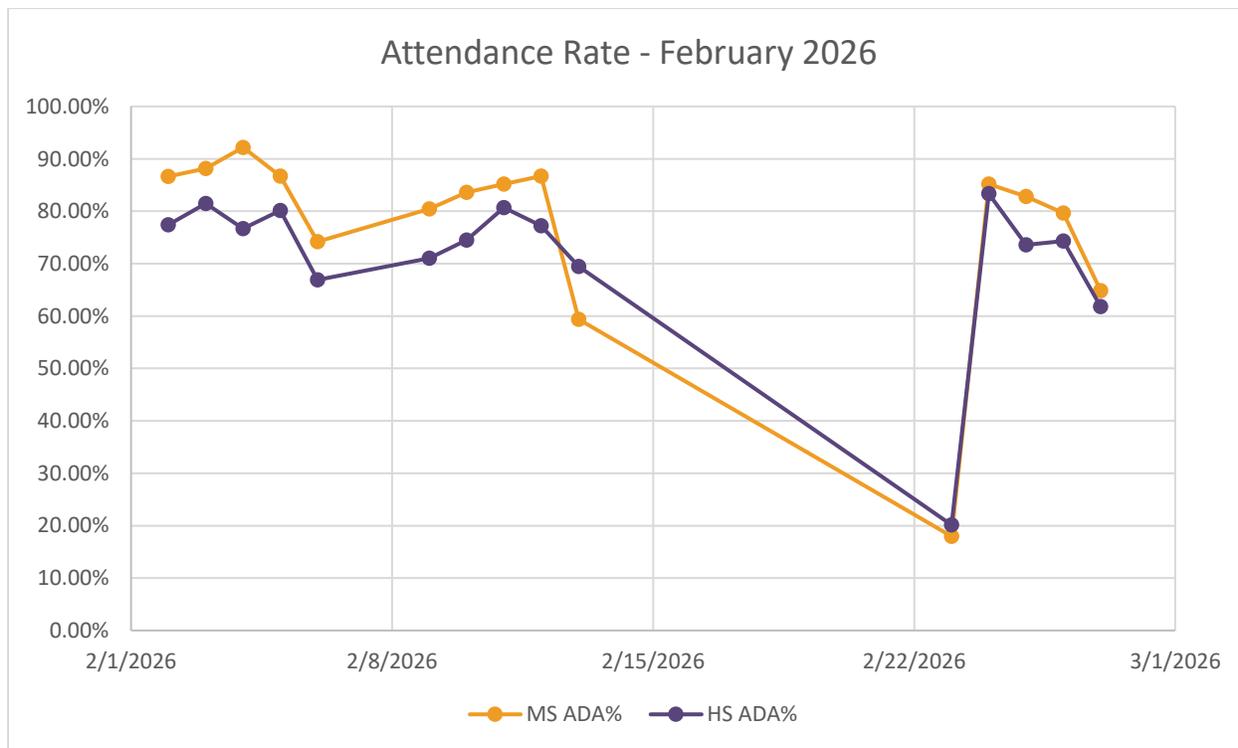
*Additions and Withdrawals between 2/10 and 3/9

Comparison Enrollment by Month: Three-Year Trend			
End-of-Month	2023-2024	2024-2025	2025-2026
September	MS=183/HS=208 391	MS=157/HS=216 373	MS=128/HS=156 284
October	MS=179/HS=207 386	MS=161/HS=211 372	MS=128/HS=151 279
November	MS=182/HS=203 385	MS=156/HS=209 365	MS=131/HS=152 283
December	MS=180/HS=204 384	MS=150/HS=207 357	MS=129/HS=150 279
January	MS=183/HS=207 390	MS=149/HS=203 352	MS=126/HS=146 272
February	MS=185/HS=207 392	MS=153/HS=203 356	MS=128/HS=144 272
March	MS=181/HS=205 386	MS=153/HS=202 355	
April	MS=180/HS=203 383	MS=153/HS=199 352	
May	MS=180/HS=202 382	MS=153/HS=197 350	
June	MS=180/HS=199 379	MS=153/HS=197 350	

C. Attendance Dashboard

Month	Middle School ADA%		High School ADA%	
	2024-2025	2025-2026	2024-2025	2025-2026
September	89.62%	84.77%	78.74%	77.61%
October	64.03%	87.16%	84.31%	78.86%
November	85.99%	85.27%	81.45%	73.81%
December	83.83%	79.88%	81.99%	72.48%
January	80.07%	85.67%	81.68%	75.99%
February	83.74%	76.90%	79.27%	71.28%
March	87.11%		80.81%	
April	90.14%		78.99%	
May	86.76%		74.84%	
June	86.78%		69.13%	

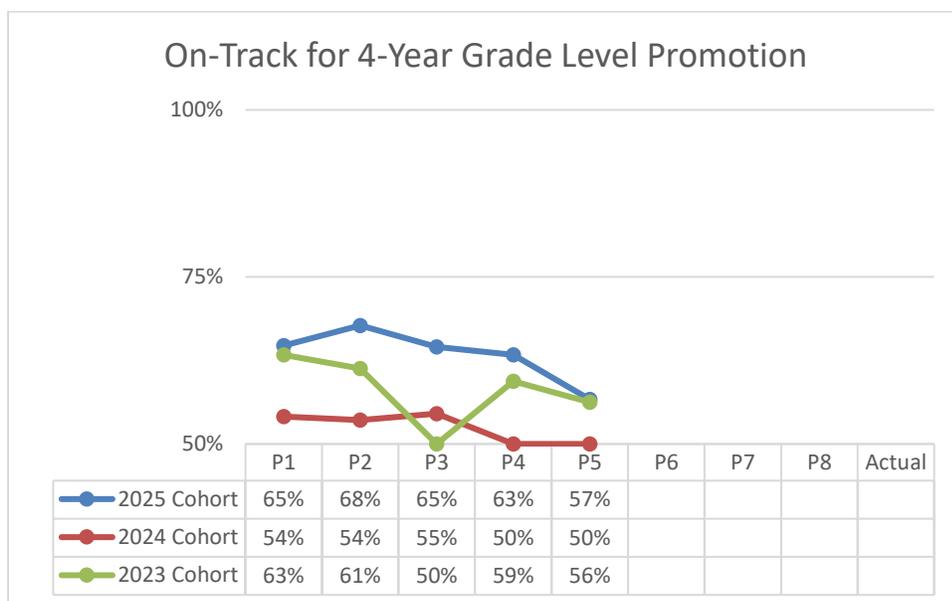
Grade	Middle School			High School	
	Average Daily Attendance (Feb 2026)	Chronic Absenteeism (YTD)	Cohort	Average Daily Attendance (Feb 2026)	Chronic Absenteeism (YTD)
6	78.04%	64.86%	1 st Year	74.00%	78.79%
7	73.82%	58.82%	2 nd Year	69.84%	77.05%
8	79.28%	54.90%	3 rd Year	73.77%	67.65%
Total	76.90%	58.99%	4th+ Year	68.60%	68.57%
Total	76.90%	58.99%	Total	71.28%	73.62%



D. Academics Dashboard – POP 5

Achievement by Grade Level				
Grade Bin	Grade			
	6	7	8	Grand Total
At Risk (GPA less than 2.0)	22	12	21	55
Low Risk (GPA between 2.0 and 3.3)	9	26	18	53
Honor Roll (GPA between 3.3 and 3.7)	3	9	6	18
High Honor Roll (GPA at least 3.7)	0	0	1	1
Grand Total	34	47	46	127

Achievement by Cohort					
Grade Bin	Cohort				Grand Total
	2025	2024	2023	2022	
At Risk (GPA less than 2.0)	14	28	12	9	63
Low Risk (GPA between 2.0 and 3.3)	13	14	12	7	46
Honor Roll (GPA between 3.3 and 3.7)	2	6	5	5	18
High Honor Roll (GPA at least 3.7)	1	3	3	4	11
Grand Total	30	51	32	25	138



E. Teacher Retention Dashboard

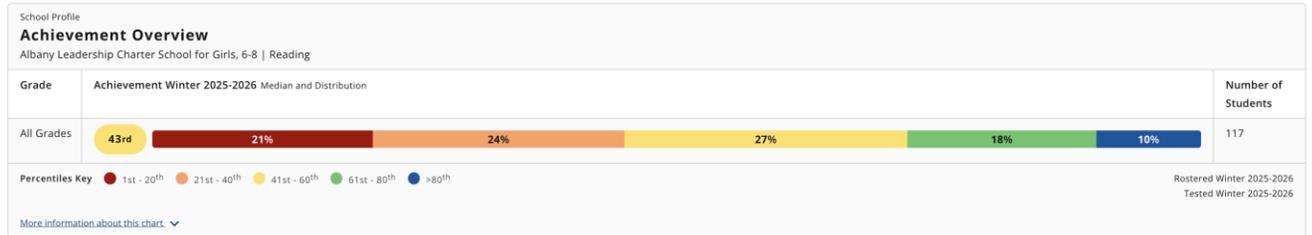
Middle School February 2026 Teacher Retention				
Content Area	Total teachers	Total teachers retained	Percent of teachers retained	Reason/Notes
6 th Grade ELA/Social Studies	1	1	100%	
6 th Grade Math/Science	1	1	100%	
ELA 7/8	1	1	100%	
Social Studies 7/8	1	1	100%	
Math 7/8	1	1	100%	
Encores	3.5	3.5	100%	
SPED	1	1	100%	
ENL	1	1	100%	
Total	10.5	10.5	100%	
High School February 2026 Teacher Retention				
Content Area	Total teachers	Total teachers retained	Percent of teachers retained	Reason/Notes
ELA	2	2	100%	
Social Studies	2	2	100%	
Math	2	2	100%	McClain will take over as Full time educator effective March 16
Science	3	3	100%	
Encores	4	4	100%	
Resident Teachers	1	1	100%	
SPED	2	2	100%	
MTSS	0.5	0.5	100%	
ENL	2	2	100%	
Total	18.5	18.5	100%	

[Half Day Friday Regents Test Prep Implementation Plan](#)

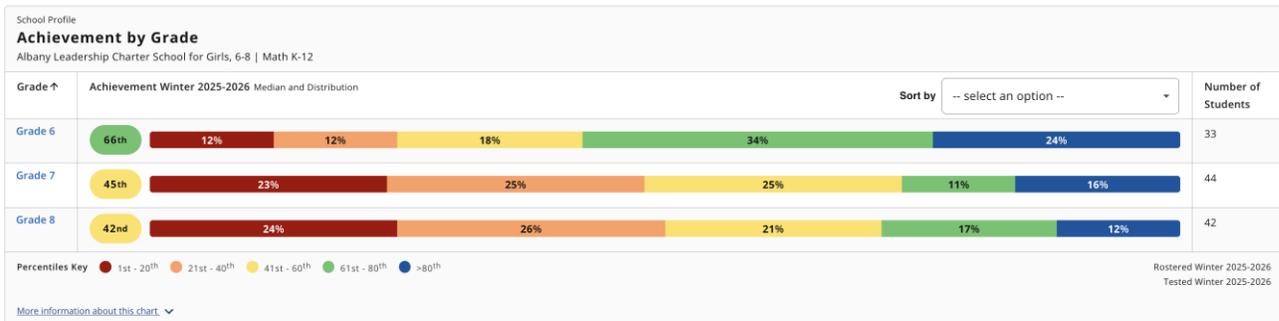
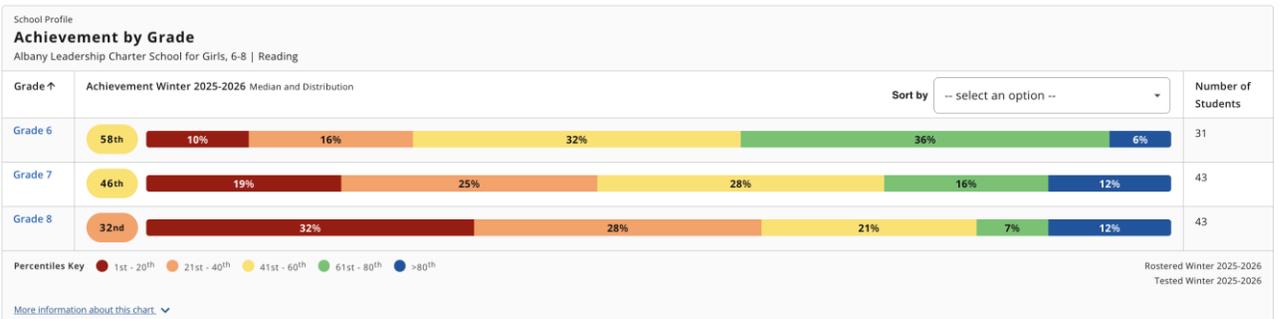
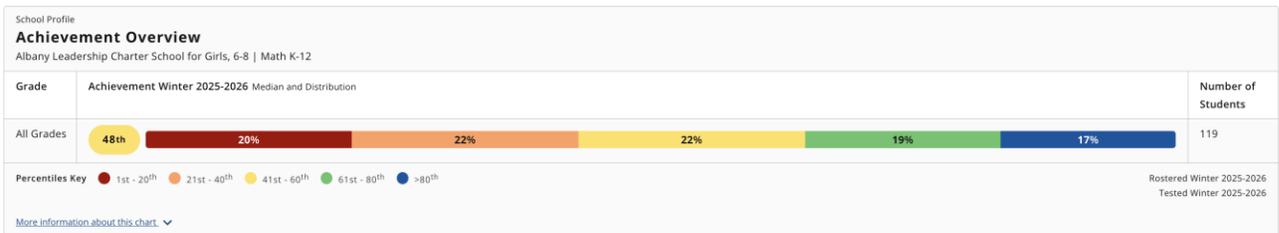
[NWEA Winter 2026 Dashboard](#)

NWEA Winter Data: Achievement (MS)

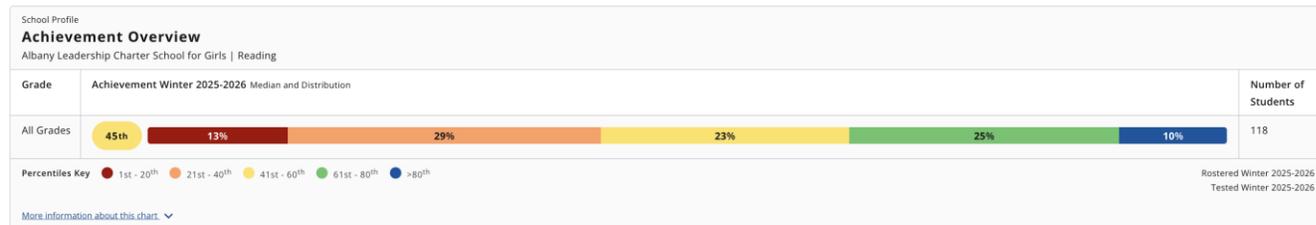
Albany Leadership Charter School for Girls, 6-8



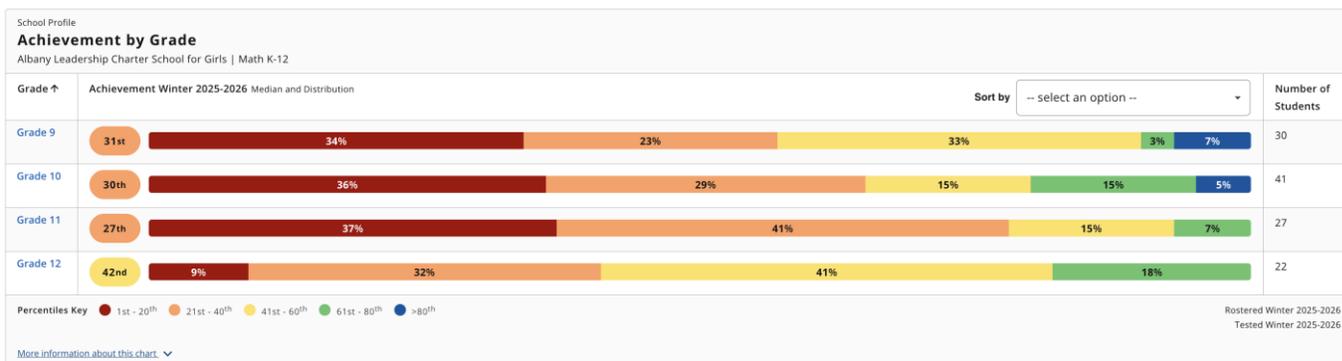
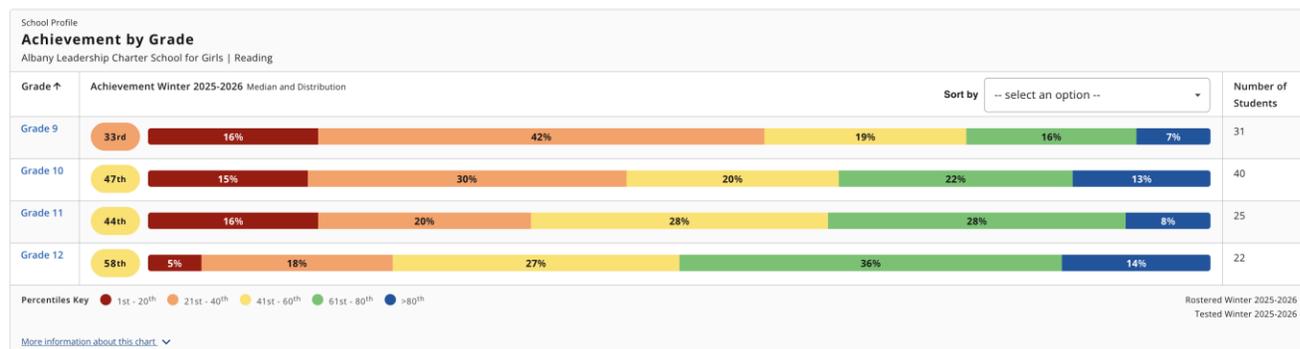
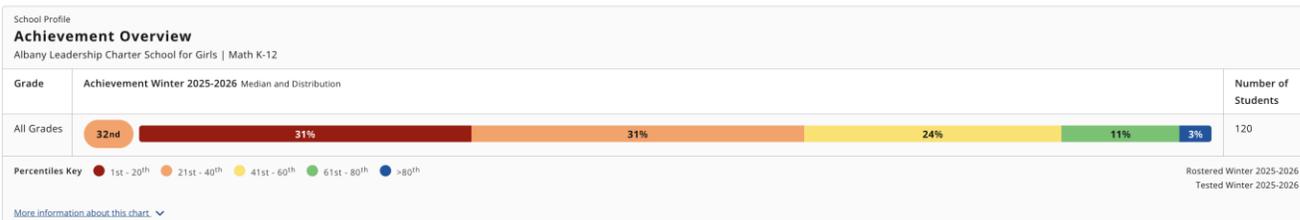
Albany Leadership Charter School for Girls, 6-8



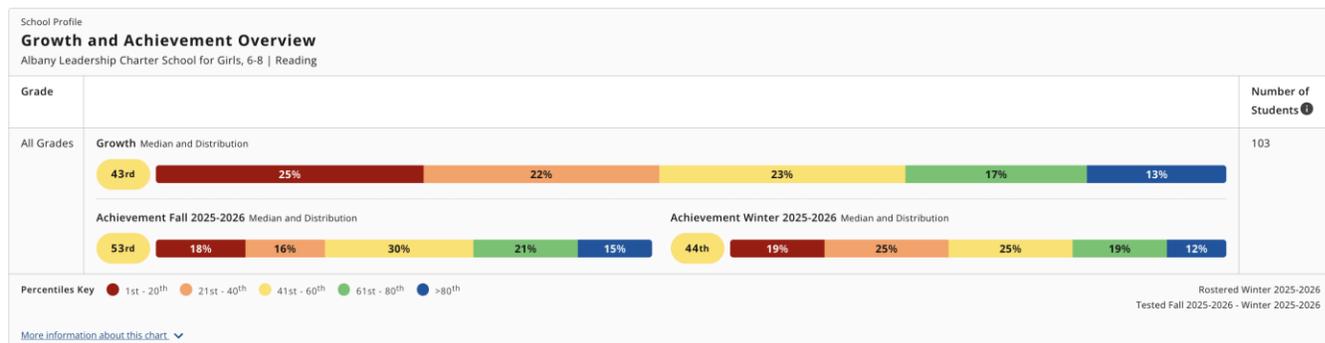
Albany Leadership Charter School for Girls



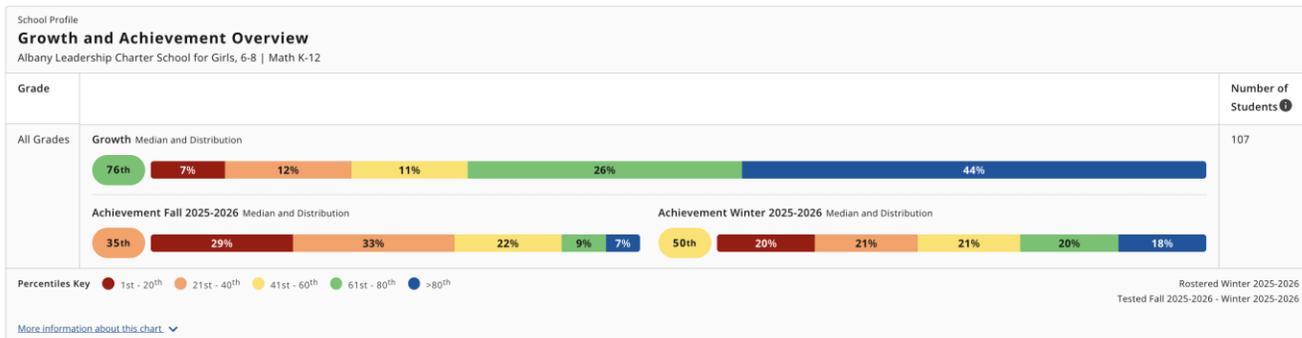
Albany Leadership Charter School for Girls



Albany Leadership Charter School for Girls, 6-8

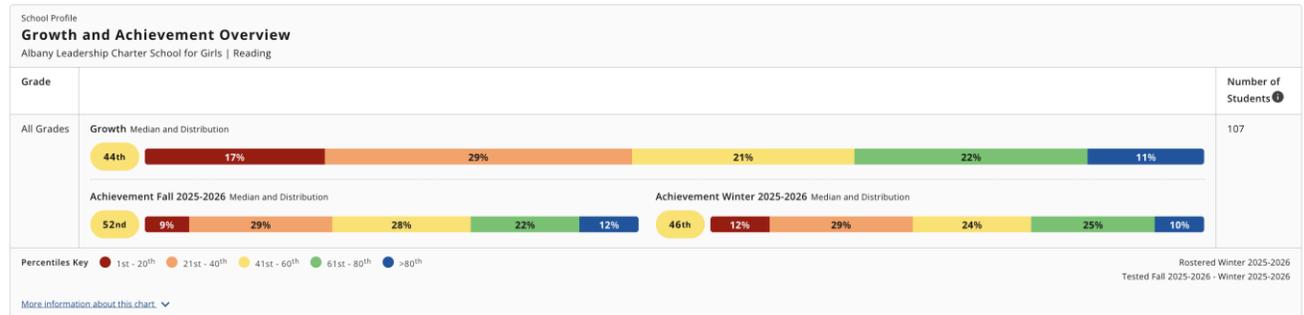


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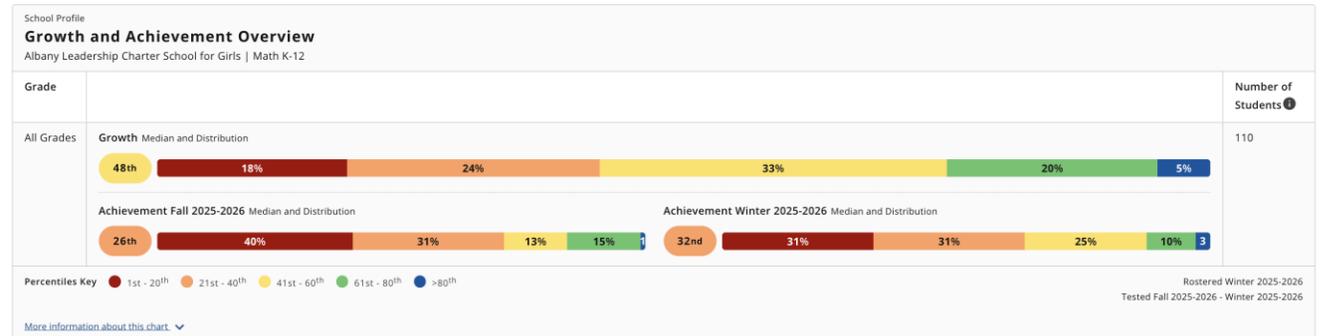


Albany Leadership Charter School for Girls - Monthly Board Meeting - Agenda - Tuesday March 24, 2026 at 5:00 PM
NWEA Winter Data: Growth (HS)

Albany Leadership Charter School for Girls



Albany Leadership Charter School for Girls



G. 9-12 Accountability Dashboard

2022 Cohort	Metric	CSI Target	As of 2/28/2026
Academic Progress	ELA	65% score 4+ 80% score 3+	6/27 4+ = 22.2% 25/27 3+ = 92.6%
	Math	65% score 4+ 80% score 3+	0/27 4+ = 0% 17/27 3+ = 63.0% 17/27 3+Exempt = 63.0% 19/27 including Special Appeals
English Language Proficiency	ELP	N/A	TBD
Chronic Absenteeism	CA	N/A	73.7% (HS) 59.0% (MS)
Graduation Rate	4-Year	75%	2/30 = 6.7% Potential 27/30 = 90.0% 3 Drops
	5-Year	95%	40/50 = 80.0%
	Leading Indicator	75% of students will have passed 3 Regents exams by the end of their second year	<u>2024 Cohort</u> 0/54 3+ = 0% 4/54 2+ = 7.4% 9/54 1+ = 16.6%
College, Career, and Civic Readiness	CCCRI	75% of June grads demonstrate college readiness	17/27 = 63.0% Potential 20/27 = 74.1%

Coversheet

Enrollment (Attraction & Retention)

Section: III. Finance
Item: B. Enrollment (Attraction & Retention)
Purpose: Discuss
Submitted by:
Related Material: 2026-2027_Marketing___Enrollment_Plan.pdf

Albany Leadership Charter School for Girls 2026-2027 Marketing & Enrollment Plan

Purpose

This plan outlines a modest, realistic marketing and advancement strategy to stabilize enrollment, strengthen brand presence, and rebuild advancement systems for the remainder of the current 2025-2026 school year, summer, and the 2026–2027 school year. It builds from prior annual plans while accounting for recent staffing transitions, increased competition, and the middle/high school merger.

Core Goals

1. **Stabilize and rebuild enrollment systems** with clear ownership and consistent outreach.
 2. **Increase visibility and clarity of Albany Leadership’s value proposition** (all-girls, leadership-focused, community-centered).
 3. **Strengthen family trust, retention, and referrals.**
 4. **Re-establish advancement infrastructure** (communications, partnerships, modest fundraising readiness).
-

Target Audience

- Prospective families in Albany and surrounding districts
 - Current families (retention and referrals)
 - Community partners and feeder schools
 - Local higher education and career program partners
-

Key Strategies

- Consistent storytelling highlighting academics, leadership development, and sisterhood
- Monthly enrollment campaigns tied to tours, open houses, and deadlines
- Paid digital advertising targeting local families
- Community outreach and partnerships
- Regular communication through social media, email, and events

- Implement the 24-Hour Response Rule: Make it a priority to respond to all enrollment inquiries within one business day. Rapid response time demonstrates professionalism and shows families that your school values their interest.
-

Core Marketing Channels

- **Social Media:** Weekly academic, leadership, culture, and enrollment content
 - **Website:** Enrollment landing pages, testimonials, outcomes
 - **Email:** Inquiry follow-up, admissions updates, family engagement
 - **Advertising:** Facebook, Instagram, Google Search
 - **Events:** Open houses, tours, information sessions
-

Measures of Success

- Increase in tour registrations and applications
 - Enrollment yield and seat fill rate
 - Social media reach and engagement
 - Website traffic to enrollment pages
 - Attendance at and enrollment results/activity following enrollment and signature events
 - Family retention year over year
 - Family Satisfaction Survey, Student Satisfaction Survey, Staff Survey, *Community Partner Survey (TBD)*
-

Reporting

- **Enrollment and marketing metrics will be reviewed monthly by school leadership and the Accountability Committee and shared monthly with the Board.**
-

Phase 1: Remainder of Current School Year (Now – June)

Key Enrollment & Community Dates

- **Jan. 3:** 2026-2027 New Student Applications Open

- **Late January:** Launch the Scholar Ambassador Program (student enrollment representatives)
- **Black History Month Spirit Week & Assembly/Celebration**
- **Late February- Early April:** Roll Out New Enrollment Initiative- 6-Week Saturday Enrichment Program for 5th/6th Graders
- **February- June:** Monthly Big Sister Reader Visits to Brighter Choice Classrooms; Resume Monthly Information & Resource Tabling/ALCS Presence at Brighter Choice Parent Nights
- **February- May:** Host monthly Family Action Committee Events for current parents
- **March–April:** Middle & High School Open Houses (March MS Open House; March HS Open House; April MS Open House; April HS Open House)
- **March:** Women's Career Day (MS & HS), Ramadan Dinner
- **April:** Senior Signing Day Celebration, Applications Open for Returning Students
- **April 8:** Admission Lottery
- **April- June:** Monthly Arts Enrichment Program for 9th- 11th Graders
- **May:** Shadow Days (Middle to High School; High School Shadow Days)
- **June:** MS & HS Graduations and End-of-Year Celebrations

Enrollment & Outreach

- Prioritize **retention and re-registration** of current families through clear timelines and repeated reminders (KinVo, Mailchimp, in-person support, website, social media, email sequence).
- Conduct **personalized outreach** and follow up to incomplete applicants, returning students not yet enrolled and waitlisted families.
- Host **small, targeted tours** aligned with scheduled Open Houses, Shadow Days, Enrichment Programs.
- Offer 1:1 school tour scheduling via website and other channels.
- Collect and track "How did you hear about us?" data consistently.
- Host monthly Family Action Committee events
- Host Spring Alumni Event

Marketing & Communications

- Shift messaging from volume to **clarity and confidence:** highlight stability, leadership, and the merged MS/HS community.
- Increase use of **student stories, leadership moments, and academic milestones** tied to spring events.
- Maintain modest paid social media boosts tied to key moments (Open Seats, Open Houses, Enrichment Programs, Graduation, etc.).

Advancement & Community Relations

- Leverage spring signature events (Ramadan Dinner, Women’s Career Day, Shadow Day Brighter Choice Charter School for Girls Senior Signing Day) for visibility.
 - Fortify and rebuild relationships with **key community partners and sponsors** (feeder schools, colleges, housing authorities, libraries, local orgs).
 - Begin documenting success stories and partnerships for future advancement use.
-

Phase 2: Summer (July – August)

Key Enrollment Dates

- **July–August:** Rolling enrollment and summer outreach
- **July:** Preventing Summer Melt Initiative: Apply in July Event Series and/or Strategically-Located Pop-ups
- **August 12–14:** New Staff Onboarding & Orientation
- **August 18–September 3:** Organization-wide Professional Development
- **August 25–28:** Family Material Pick-Up Days

Enrollment

- Treat summer as a **critical enrollment window**, with weekly follow-up protocols.
- Offer **summer office hours** (virtual and in-person) for enrollment support.
- Target late applicants and summer movers with clear messaging: “Seats Available,” “All-Girls Leadership Experience,” “Now Enrolling.”

Marketing

- Maintain **consistent summer presence** through:
 - Social media highlighting summer preparation, leadership themes, and readiness for fall
 - Website updates (accurate calendar, enrollment steps, FAQs)
 - Promote pre-recorded virtual school tours led by Scholar Ambassadors
- Grassroots marketing at libraries, housing authorities, churches, local businesses, and summer community events.

Advancement

- Begin **rebuilding donor and partner lists**.
 - Identify and cultivate 5–10 potential community or corporate partners/sponsors for the 2026–27 year.
 - Prepare simple advancement materials (updated one-pager, impact highlights).
-

Phase 3: 2026–2027 School Year (September 2026 – June 2027)

Key Enrollment & Signature Dates

- **September 4, 2026:** First Day of School
- **September:** Back to School BBQ; Back to School Night/Open House, Clock That Tea w/Principal Woods
- **October:** Annual Making Strides for Breast Cancer Walk; Alumni Volleyball Game
- **November:** 16th Annual Community Dinner
- **December:** Alumni Basketball Game
- **January 3, 2027:** Applications Open for 2027–2028 School Year
- **February–April:** Open Houses, Shadow Days, and Saturday Enrichment Programs
- **March:** Women’s Career Day, MS & HS Open Houses
- **April:** Admission Lottery, Applications Open for Returning Students

Enrollment Strategy

- Launch enrollment earlier with a **published annual enrollment calendar**.
- Schedule:
 - Fall Open Houses and community tabling
 - Winter application push (January–March)
 - Spring Shadow Days and transition events
- Position Albany Leadership distinctly against competitors through:
 - All-girls advantage
 - Leadership development embedded in daily practice
 - Personalized, relationship-driven environment

Marketing & Brand

- Establish **monthly content themes** (Leadership, Academics, Community, College Readiness).
- Maintain modest paid advertising aligned to enrollment milestones.
- Increase earned media through press releases tied to Community Dinner, Career Day, graduations, and athletics.

Advancement & Partnerships

- Formalize **signature events** (Community Dinner, Women’s Career Day) as advancement touchpoints.
- Strengthen partnerships with local businesses, colleges, and nonprofits aligned to girls’ leadership.

- Maintain modest fundraising readiness with clear case-for-support messaging and consistent stewardship.

Infrastructure & Systems (Ongoing)

- Maintain clear **roles and accountability** for enrollment and advancement.
- Use shared trackers for leads, event attendance, and follow-up.
- Conduct quarterly internal reviews of enrollment progress and outreach effectiveness.

Risk Assessment & Mitigation Strategies

Risk Area	Description	Mitigation Strategy
Enrollment Competition	Continued competition from co-educational charter schools (e.g., KIPP) may impact enrollment demand.	Clearly differentiate Albany Leadership through all-girls messaging, leadership outcomes, and personalized environment; align Open Houses and outreach to key decision points.
Staffing Transitions	Turnover within advancement or enrollment roles could disrupt continuity.	Document enrollment workflows, cross-train staff, and maintain shared trackers to ensure continuity regardless of personnel changes.
Summer Enrollment Melt	Accepted students may fail to matriculate over the summer.	Implement structured summer touchpoints, material pick-up days, and consistent family communication.
Operational Disruptions	Large-scale events or school transitions may divert focus from enrollment.	Align enrollment efforts with existing school events to maximize efficiency and staff capacity.
Reputation & Visibility	Limited or inconsistent external messaging may affect public perception.	Maintain consistent, modest marketing cadence and leverage earned media and community partnerships.

Roles & Accountability

Area	Responsible Role(s)	Key Responsibilities	Review Frequency
Enrollment Strategy	Director of Advancement	Overall enrollment planning, calendar alignment, reporting to leadership; currently absorbing coordination gaps and delegating as necessary due to vacant roles	Monthly
Application Management	Vacant – duties distributed across enrollment team	Application processing, family follow-up, and data tracking shared across departments, resulting in fragmented workflows	Weekly during peak periods
Marketing & Communications	Advancement Team	Website updates, social media, enrollment messaging, press releases	Biweekly
Family Engagement	Vacant – duties distributed across Advancement & School Leadership	Community outreach, tabling, family events, referrals currently shared across roles; limited capacity impacts consistency and reach	Monthly
School Leadership Alignment	Principals / Executive Leadership	Event alignment, internal communication, capacity planning	Quarterly
Data & Reporting	Information & Systems Administrator / Director of Advancement	Enrollment metrics, risk monitoring, consultant-ready documentation	Monthly

Guiding Principle

Focus on **doing fewer things well**: consistency, clarity, and relationships over scale.